

**Goal:** Provide Maine private and public organizations with a new strategy to meet community needs efficiently and effectively.

**Action:** Extend access to Service Enterprise and make participation by small to mid-sized nonprofits financially possible.

Service Enterprise is the ability of a not-for-profit organization to look at internal staff capacity in a new way and expand their capacity by strategically engaging skilled volunteers. The Commission and partners provide assessment, intensive training and individualized coaching to organizations that commit to developing their ability to be a Service Enterprise. The indicator of achieving Service Enterprise status is national certification.

Benefits to Service Enterprises include

- Outperforming similar organizations on all measures of organizational capacity
- Increased human resource capacity with limited additional expense
- Significant increase in volunteer hours contributed annually
- Retooled operations that intentionally use skilled volunteers
- Community needs better addressed through organizational growth
- Ability to take programs to scale

In the two-year Maine Service Enterprise pilot project the full cost of assessment, training, and coaching was documented at just under \$2,500 per organization. By comparison, certification costs range from \$4,770 to \$8,000 in the fields of child and family services, community health, and technical training programs. The Commission and its partners typically reduce the cost about 33% or \$800 by absorbing some expenses. Participating organizations pay \$500.

Funding Need for 2017-2018:

\$20,000          20 organizations X \$1,200 each.

**Goal:** Provide Maine managers of volunteers with training that enables them to manage this human resource effectively, achieve high rates of volunteer retention, and meet community needs.

**Action:** Adapt the advanced volunteer management curriculum to an online course format and offer it as a professional development option to managers of volunteers.

The Commission already offers an online 30-hour course based on the competencies for novice managers of volunteers. Each year nearly 50 managers of volunteers enroll in one of the 8-week sessions. Volunteer staff whose expertise is beyond the novice level, routinely ask when a course suited to their needs will be available.

In 2015, a curriculum based on the advanced level competencies for managers of volunteers was developed for classroom delivery. Adapting it to an online format increases access to professional development for volunteer staff in rural areas and small agencies for who travel is an obstacle and training time away from work is a challenge.

Once developed and deployed, the Commission is able to sustain the course through a combination of enrollment fees (typically \$60) and dedicated staff time. Course are offered using the Adobe training module license held by the State of Maine.

Funding Need for 2017-2018:

\$15,000	Adapt curriculum, create audio/visual and interactive components, test, and run pilot session.
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**Goal:** Expand the options for full-time intensive service by young adults who are eager to focus their energy and talent on critical local needs.

**Action:** Provide rural and small organizations with a more flexible option to host full-time service members by partnering with Service Year to offer non-government, stipended, 12-month service opportunities to young adults (typically recent college graduates).

Service Year is a national non-profit that developed in response to the mismatch between the number of young adults who want to spend a year in service to communities and the number of positions that federal programs like AmeriCorps can reasonably support. State Service Commissions are partners in the implementation with responsibility for helping local organizations develop projects that are likely to need a full-time person and likely to have the desired impact. The Commission would also be a support for the person serving, ensuring the organization provides the supervision and resources needed to carry out the assignment.

In Maine, the Service Year approach offers a low-barrier option to public and private agencies that are not ready or could not qualify for AmeriCorps support. It also frees communities from federal constraints and increases opportunities to be responsive to local conditions. And, importantly, Service Year gives rural communities a way to act on AmeriCorps research that shows young adults who move to Maine for service tend to stay as residents when their obligation is complete.

The Commission would pilot Service Year over a two-year period in Maine and develop a guide for local organizations on effectively hosting a Service Year member. As part of the pilot project, the Commission would look at a model already operating in Maine (Island Institute Fellows) and adapt effective practices to suit a broader, more flexible set of placements. A core difference between Service Year and AmeriCorps that will have to be explored is the unique status AmeriCorps has under labor laws (by definition, AmeriCorps members are not employees).

**Funding Need for 2017-2018:**

\$175,000	Partial stipend support for 5 Service Year members per year serving in five rural Maine counties. 2 years X (Stipend of \$25,000 with no other benefits X 10 Service Year members – 70% covered by grant to host organization; 30% provided by host organization)
\$ 60,000	Two years program supervision, coordination, documentation of lessons learned and development of Maine Service Year Guide by Commission